

MILWAUKEE COMPREHENSIVE PLAN

NEAR WEST SIDE

MARCH 19, 2004

APPENDIX

A - ANALYSIS OF EXISTING DOCUMENTS

Milwaukee Downtown Plan: Catalytic Projects

Nelessen Associates, 1999

This plan has been adopted as part of the City's Comprehensive Plan and recommends 13 catalytic projects in two phases: ten (10) projects in phase one and three (3) projects in phase two. Projects that apply to Near West Side Plan Area are highlighted below.

Phase 1 Projects

- a. Mixed Use Sites
 - i. East and West Wisconsin Avenue Revitalization**
 - ii. Historic Third Ward Public Market District
 - iii. Park East Development
- b. Access & Public Realm
 - i. The Transit Connector: The Downtown Trolley**
 - ii. Park Once Program
 - iii. River Walk Completion
 - iv. Lakefront Connections
 - v. Two-Way Streets**
 - vi. W. Kilbourn Avenue Streetscape Improvements**
 - vii. City Hall Square Intersection

Phase 2 Projects

- c. Contingency Projects
 - i. The Pabst Brewer Complex Adaptive Reuse Project**
 - ii. Union Station/Post Office Redevelopment
 - iii. MacArthur Square

MARQUETTE UNIVERSITY CAMPUS MASTER PLAN

Sasaki Associates, Nov. 1997

Marquette University campus is defined by 11th Street on the east, Clybourn Street on the South, 19th & 20th Streets on the west and Wells Street on the north. In 1997, there were 10,621 students (7,310 undergraduate, 2,355 graduate, 956 professional school).

Roughly 65 percent of the students are residents of the campus neighborhood.

The master plan calls for a compact campus pattern with enhanced gateways and streetscape elements, spatial and visual links, building renovations/construction, and new student residences (350-500 beds).

Important new properties include: Raynor Library, Al McGuire Center (athletic facility), and School of Dentistry.

DEVELOPMENT ANALYSIS OF CAMPUS TOWNE AND WELLS STREET CORRIDOR

October 2001

Findings indicate that mainly University-related customers support nearby corridor establishments looked at in the study, however, Marquette University has not taken responsibility for unifying the area with the rest of campus. Also, the general public other than students generally does not utilize commercial establishments because of a feeling that they are only for University students. The study recommends that the area promote retail usage relating solely to University students and faculty since this area does not have the market potential to be either a neighborhood or community retail center/corridor.

Corridor recommendations are as follows:

- Continue efforts to bring student residential options closer to main campus area with emphasis on Wells Street
- Promote two-way for Wells Street
- Examine whether 16th Street and 17th Street can be two-way north of Wells Street
- Support light rail option as long as Wells Street is two-way
- Rename Wells Street between 18th Street to 12th Street Al McGuire Way
- Reinforce renaming recommendation with themed streetscape improvements
- Acquire properties owned by Taxman investment Co. on Wells Street or "partner" with friendly for-profit developer
- Stress the importance of the Al McGuire Center (beginning attempt at improving Wells from University)
- Develop the 18th Street and Wells Street Properties
- Improve physical appearance for Kampus Food retail center
- Target Acquisitions (NE corner of 12th & Wells; Kampus Food Retail Center)

Street programming and facade improvements for Angelo's Campus Towne recommendations are as follows:

- Massing existing retail Near 16th Street and Wells intersection
- Examine Alternatives to turn parking over faster
- Provide signage for the Campus Towne Center
- Expansion effort should not include additional retail space

MARQUETTE UNIVERSITY HIGH SCHOOL

Catholic, Jesuit College Preparatory School for Boys

- Enrollment: 985 men (freshmen class 26 students)
- Faculty: 71 Teachers (6 Jesuits, 39 Lay Men, 26 Lay Women)
- Student Teacher Ratio: 1:15
- Tuition: \$6,425
- Service hour requirements involve 24 hours in the sophomore year, 65 hours in the junior year (that include time split equally between a direct service placement and advocacy work in the Merrill Park neighborhood), and 80 service hours in the senior year.

Partners Project: 2 renovated houses completed; Cooperative partnership between Merrill Park Neighborhood Association and Marquette University High School (MUHS) in which homes are improved and rehabilitated in an attempt to increase homeownership in the neighborhood; focus renovation on homes across from MUHS on 3300 block of W. Michigan. 3315 W. Michigan has been renovated. The Partners project is in the process of acquiring a third home for renovation.

WESTOWN BUSINESS DISTRICT, STREETSCAPE DESIGN GUIDELINES

The Westown Association, 1995

Plan calls for 1 gateway close to Near West Side at Wisconsin Avenue at I-43, landscape, art, and pedestrian spaces along and within streetscape, and open space systems are part of an Urban Cultural Park concept. In addition, reinforcing street edges, distinctive street intersections, improved lighting, banners, and additional street/site furniture were recommended.

STATE STREET REDEVELOPMENT PLAN: HOUSING COMPONENT

Department of City Development, April 1999

The plan covers from 14th Street to 20th Street along State Street. "The intent of this housing component is to use infill development as a catalyst for increasing housing options, namely, affordable single-family housing."

The plan calls for:

- 3 single family detached units with garages (approx. 1600 s.f.)
- 9 manufactured single-family detached units with garages (approx. 1280 s.f.)
- 6 two-story townhouse units (approx. 2000 s.f.)
- Approx 5 single family units with ancillary coach house units above the garages (single-family units s.f. varies; coach house units approx 800-900 s.f.)
- 9 two story townhouse units (approx. 2500 s.f.)

35th STREET STUDY

Engberg Anderson, The Pettibone Group (Planning and Research), Donnelly Design (Graphic Design), January 1997

Goal:

- Enhance destination for employment centers, tourism, neighborhood, and entertainment
- Reinforce connection from I-94 to Harley and Miller
- Create a sense of a District

Summary of Report (General):

- New construction to respect "build-to" lines; street trees to reinforce edges; denser landscape and landscape walls to screen cars at parking lots; replacement of existing street lighting with Harp lights; signage and awning to create more uniformity and color.
- Bridge at I-94: create an artist designed Gateway.
- Wisconsin Avenue: infill with buildings along property lines; create tree edges along parking lots; street trees; signage and Awning Program; replace existing lighting with Harp Lights
- Merrill Park: create a gateway to this neighborhood park; use park for a farmer's market and neighborhood festivals.
- 35th and Wisconsin: potential development for a Walgreen's and light rail stop; create a pocket park at triangle at 36th and Wisconsin.
- 35th from Wisconsin to Highland: street is 64' wide - create a boulevard with a planted center median.
- State from 35th into Miller Valley: create more pedestrian friendly street; create gateway obelisk in lieu of turnout lane at 35th and State; reinforce historic sense of place; convert State Street back to two way street.

- Highland west of 35th Street: create a Corporate plaza for Miller and Harley; improve/maintain residential structures; transform Highland Park into an amenity for Harley/Miller visitors.
- Mid-City Shopping Center: encourage commercial activity on ground floor; consider transformation of residential buildings into commercial activities; create patterned cross walks.
- 40th and Vliet - Washington Park Entry: transform triangle into a civic place and gateway for park, site for public art.

A VISION FOR VLIET

School of Architecture and Urban Planning (SARUP) students, University of Wisconsin, Milwaukee: - Christopher Naumann, Susan Schend, Lori Skotterud, Christine Symchych, Smitha Vijayan, Peter Wagner, May 2000

Goals of the Study:

- The creation of a stable, diverse commercial district to serve local residents, workers in the area, and other consumers from outside the neighborhood
- The creation of a positive, identifiable image through physical improvements which could positively affect the current, yet statistically unsubstantiated perception of high-crime and unsafe conditions in the area
- The creation and fostering of a private/ public partnership that will guarantee investment and redevelopment efforts in the area

Project Areas:

- Target area is Vliet Street between 12th Street and 17th Street.
- Market study area is bounded on the north and south by North and Wisconsin Avenues and bounded on the east and west by 12th and 27th Streets.

Summary of Report:

This report examines and compares housing market indicators collected for a larger study area encompassing this target area, in an effort to observe trends and general patterns of growth. The report examines indicators for the years 1993, 1995, 1997, and 1999. Where possible, it compares the indicators from the study area with those for the CDBG area and the City of Milwaukee. These investigations and comparisons identify a number of current problems in the study area, including:

- A large and increasing number of vacant parcels, both public and private
- A loss in residential, mixed-use, manufacturing, retail, and public/ quasi-public parcels
- A significant decline in residential sales
- Decline of the assessed value of 2, 3, and 4-family housing units
- Low owner-occupancy rates
- Low average and median household income levels
- The lack of convenient access to I-43

The study does identify several positive amenities, factors, or trends in the area. These include:

- The Department of Health Services building at 12th and Vliet Street, which will be completing nearly \$7 million worth of renovations over the next three years, including significant façade improvements. Considered a strong anchor on the eastern boundary of the commercial corridor, approximately 550 employees currently located in other facilities will be relocated to this renovated facility. Along with the positive influence of the building improvements, the increase in staff will bring an increased need for goods and services in the immediate area.

- Dr. Martin Luther King Jr. Park and Community Center, located on the south side of Vliet Street between 15th and 17th Streets, are considered well-maintained, positive community amenities. Together they form a strong anchor on the western boundary of the corridor. Some minor yet correctable problems with the park were noted.
- The Repairers of the Breach, a homeless shelter on 15th and Vliet Street, has been undertaking renovations and repairs to improve their physical appearance as well as working to alleviate some of the social problems in the area.
- Despite the decrease in residential sales, the assessed value of single family homes in the area has increased.

Through analysis of demographic, socioeconomic, and housing indicators and the polling of community needs, it was determined that there were 11 industry areas of focus.

- Furniture Stores: The study confirmed the perception that there are too many furniture stores in the area. According to the study, there are approximately 6 furniture stores.
- Electronics and Appliances: There is a potential for a couple of more electronics and appliance stores.
- Hardware: There is a potential for about 4 more hardware stores.
- Food and Beverage Stores: The study showed that this market was slightly oversaturated, but very minimally (less than 1 store).
- Food Service and Drinking Places: There is a potential for as many as 20 more establishments.
- Convenience Store: There is a potential demand for 7 more.
- Health and Personal Care Stores: There is a potential for 2 more.
- Clothing and Accessories: There is potential demand for 16 more stores.
- Shoe Stores: There is potential for about 3 more.
- Book, Periodical, and Music Stores: There is a potential market for about 2 more stores.
- Office Supplies: There is a potential for about 2 more.

The study identified four different alternatives for Vliet Street redevelopment, ranging from #1, the most aggressive, to #4, which maintained the status quo. After evaluating each alternative for its political, administrative, technical, and economic feasibility, it was concluded that alternative #1 was the most effective and efficient method to achieve the study goals. It was suggested that the redevelopment be handled in two phases. The first phase would focus largely on façade and streetscape improvements to improve the perception of the community's image. The second phase would focus on attracting new businesses and expansion of existing businesses, possibly through the appointment of a district manager and the creation of a Business Improvement District. The study identified the salvaging of existing commercial buildings and identification of alternate uses for vacant lots as key steps to this redevelopment.

B - HOUSEHOLD SURVEY RESULTS

Introduction and Summary of Process

A Household Survey was conducted as part of the public input process for the Near West Side Comprehensive Plan. The household survey was used to gather information from those that live, work or own property in the Near West Side. Questions ranged from assessing the characteristics and habits of residents, to opinions on the character of commercial areas ways to improve the neighborhood. The results of the Household Survey provide insight on the day-to-day activities of residents and workers within the Near West Side. Results were used in concert with other public opinion information and analysis to create development goals and recommendations for the Near West Side planning area. Goals and guidelines that reflect public opinion create a more vested interest in the Comprehensive Plan, increasing the effectiveness of the document during implementation.

Various methods were used to distribute the Household Survey. Volunteers and community organizations distributed the survey throughout the Near West Side. Household surveys were provided at each session where the Image Preference Survey was administered. The Household Survey was also made available on-line at the Department of City Development website. A total of 191 surveys were tabulated.

The Household Survey consisted of ten questions. While there were several yes/no questions, most questions asked participants to select their answers from a brief list, or to provide their own. The following discussion highlights the results of the survey.

Respondent Characteristics

The first four questions of the survey were used to determine the characteristics of survey respondents. Respondents were asked to identify "who you are" from a list of various categories and were directed to select all categories which applied. Residents of the Near West Side comprised 78.5% of all respondents, while 25.1% were building owners, 15.2% were business owners, and 12.1% were representatives from neighborhood organizations. Of the 68.1% of survey respondents who owned property, 41.6% of property owners indicated they held residential property and 5.4% of property owners indicated they held commercial property.

When asked directly if they owned a business in the neighborhood, 19.9% indicated they did. The slight disparity between the 19.9% who indicated they were a business owner and the 15.1% who identified themselves as business owners in the first question might be attributable to the respondents' unwillingness to indicate more than one response to the first question.

Respondents who were employed in the Near West Side comprised 50.8% of all respondents. The highest percentage of neighborhood employee respondents, 28.9%, identified with the Concordia neighborhood. The second highest percentage of neighborhood employee respondents identified with Marquette, 16.5% and Midtown, also with 16.5%, while 13.4% identified with Avenues West, 9.3% with Merrill Park, and 9.3% identified with Cold Springs Park. The remaining neighborhoods had 5% or less of persons employed in the neighborhood, respond to the survey.

Resident Characteristics

The majority of survey respondents, 74.4%, indicated they lived in the Near West Side neighborhoods. Of the resident respondents, 28.9% were from Concordia, 14.1% from Cold Springs Park, 9.2% from Midtown, 8.6% from Martin Drive, 7.8% from Merrill Park, and 7.0% from Marquette.

The vast majority of resident respondents were generally homeowners with no children. Over 82% of resident respondents were owners and over 71% had no children. The majority of resident respondents, 53.5%, have lived in the neighborhood less than ten years, while 21.8% had between 11 and 20 years of residency in the area and 26.8% had over 20 years of residency.

Reasons for Living in the Near West Side: When asked to indicate as many characteristics that applied for identifying the reason they lived in the Near West Side, proximity to downtown (64.1%), affordable housing (62.7%), neighborhood diversity (53.5%), and the community atmosphere (53.5%), were the highest ranked attributes. Proximity to workplace (50.7%), and appearance of neighborhood (38.7%), were also significant factors.

Mode of Transportation to Shopping: The vast majority of resident respondents relied upon their personal vehicle for transportation to travel to work or to conduct shopping. Over 68.3% of resident respondents used their personal vehicle to get to work. Although 30.0% of resident respondents sometimes or often walked to do their shopping, over 64.1% rarely or never walked, over 68% rarely or never used the bus, and over 79% rarely or never used a taxi to conduct their shopping.

Safety Perceptions: The majority of resident respondents indicated that they felt safe in their neighborhood during the day and at night. Only slightly more than 7.5% of resident respondents indicated they felt threatened or somewhat threatened during the day in their neighborhood. At night, the percentage of resident respondents who felt threatened or somewhat threatened did increase, to 32.3%, but the majority still felt safe or somewhat safe at night.

Opinion of Neighborhood Commercial Attributes

Commercial Area Attributes: Respondents were asked to rate various attributes of commercial corridors in the Near West Side as being adequate, in need of some improvement, or in need of significant improvement. A high percentage of respondents identified the following attributes as being in need of significant improvement: the appearance of storefronts (57.6%), cleanliness of streets and sidewalks (42.9%), business signage (41.9%), and the presence of police or security (40.8%). When adding together the percentage of respondents who rated these previous attributes as needing some improvement with those rating them needing significant improvement, over 80% of respondents indicated these commercial attributes needed improvements. When combining the some improvement and significant improvement categories, several commercial characteristics had a 60% or higher ranking, including commercial streetscapes, parking lot appearance, accessible parking, and pedestrian lighting on sidewalks.

Business Patronage: The highest percentage of respondents identified gas stations at 63.9% and pharmacies at 61.0%, as the businesses they currently use in the Near West Side. Other high ranking businesses used in the Near West Side included sit-down restaurants (48.2%), fast-food restaurants (47.1%), grocery stores (36.7%), financial institutions (35.6%), and convenience stores (29.8%). Other more specialty oriented stores ranked at 20% or less.

Business Attraction: Grocery stores (49.7%), sit-down restaurants (46.6%), and hardware stores (45.0%), were the highest ranked businesses selected by respondents to be added to the Near West Side. Other than sporting goods store (26.1%), and medical services (21.2%), all other types of commercial businesses were ranked at 20% or less.

Suggestions for Neighborhood Improvements

Factors to Increase Business Patronage: Respondents were asked to select from a list of all attributes that would increase their use of the businesses within the Near West Side. Improved condition of storefronts (63.4%), higher quality of products being sold (61.3%), and increased variety of stores/products (57.0%), were the highest ranked commercial attributes. Customer service improvement (34.0%), and convenient parking (24.6%), were the next highest ranked attributes.

Factors To Improve the Near West Side: The final survey question asked respondents to indicate which factor would improve the Near West Side. Increased homeownership was the highest ranked (79.0%), followed by increased property maintenance/code enforcement (63.9%) and increased employment opportunities (51.8%). Increased block watch efforts, new housing types, and increased recreational programs also ranked high.

C - IMAGE PREFERENCE SURVEY

Introduction and Summary of Process

An Image Preference Survey (IPS) was conducted to determine the public's opinion of various land use types and attributes, as part of the public input process for the Near West Side Comprehensive Plan. The results of the IPS were used in concert with other public opinion information and analyses to create development goals and guidelines for the Near West Side. Goals and guidelines that reflect public opinion create a more vested interest by the public in the Comprehensive Plan, increasing the effectiveness of the document during implementation.

All interested persons from the area were invited to two at-large sessions, while the remainder of the sessions were held during the meetings of various organizations in the neighborhood at their requests.

A summary of the Near West Side planning process and an update on the status of the Plan was provided at each session. The audience was then shown individual images of a particular land use type or attribute on a screen and were asked to rate the image between 5 and -5 on a survey form. The scoring, a 5 being the most positive and a -5 the most negative, was based on whether the person liked the image and whether they believed the type of land use attribute shown was desirable for the Near West Side. 67 images were separated into four categories; Residential, Commercial, Public Spaces and Parking.

After the scoring of the individual images, groups of the images were shown on several slides by category and a discussion was held regarding how the audience members rated the images and why they preferred certain images to others. Participants were asked to explain in more detail the particular aspects of an image which they found desirable and undesirable. The discussion provided a means of determining which aspects of an image were actually causing a high or low score.

A total of 174 IPS survey forms were completed. The surveys from all sessions were tabulated to determine the average score each image received. The following shows the three highest scored images and three lowest scored images by category. Based on the various land use characteristics represented by the images, a more definitive view of what is preferred by the residents of the area helped to create more representative development goals and guidelines for the Near West Side Comprehensive Plan.

Residential Images

A) Ranking of individual images



Highest Score 3.37



Second Highest Score 2.48



Third Highest Score 2.40

Residential images shown to the public generally identified various housing types including both single family and multi-family structures. The three highest scoring images represent two-story structures that are in keeping with the architectural style of the existing neighborhoods. The highest scored image represents a duplex with front porch, the second highest, single family homes with front porches, and the third, an accessory dwelling unit, or granny flat, above a garage.



Lowest Score -1.44



**Second Lowest
Score -1.53**



Third Lowest Score -0.80

The three lowest scored images represent housing styles and attributes that the public does not like or believes is not desirable for the Near West Side. Multi-family structures out of scale with the adjacent single family homes ranked the lowest among these images. The second lowest scored image is of contemporary single family structures with chain-link fences. Structures with garages facing the street, houses to the rear, ranch style homes and lack of sidewalks are undesirable residential characteristics as shown in the third lowest scored image.

Residential Images

B) Discussion of Images



After scoring individual images, the participants were shown groups of the images and were asked to discuss which particular attributes they found either desirable or undesirable. The more traditional homes represented by images A, B, C, D and G were deemed or found desirable because they were single family homes, they have an appropriate architectural character, and they relate well to the sidewalks. However, participants felt the homes in image D were too close together and needed to be on larger lots. The prominent garage of image F was not appealing and the participants liked the location of garages to the rear of the house implied by the other images. While participants liked the porches and the relationship to the sidewalk seen in image E, the uniformity of the structure and compactness of the units was not found desirable. They felt the repetitiveness of the design was too similar to public housing projects of the past.

Residential Images



The prominence of the garages in Image H was not desirable, in addition to the repetition and regularity of the houses. Image H was felt to represent "car worship" and participants do not want housing with prominent garages in front of the house. Image I was referred to several times as army barracks. Once again, the "cookie cutter" regularity with no differentiation between any of the homes was not desirable. Image I was too institutionalized, looked confining and the chain link fence was considered undesirable. The participants indicated the homes of Image J would fit in well in the City and liked that they had some architectural detail, such as the porches, and that the rooflines varied. They also liked the sidewalks and felt there was more pride associated with homes with more character.

Residential Images



When comparing the multi-family structures of Images K and L, participants liked the quality and look of the traditional structures. However, while Image K was desirable for its character and landscaping, the structure of Image L was described as cold, had too much going on and was cluttered. The participants did indicate the building has potential as condominiums with a mix of uses, but not franchise commercial uses. Some participants felt the more modern look of Image M would work well in the neighborhood, but, generally, all felt the garages were too prominent in this structure. Many participants indicated the structure in Image N was unattractive, too dated, set back too far from the street, and out of character. Some felt the structure in Image O was attractive, but others felt it had too many units, was too big and may create parking problems. Image P was undesirable because of the prominent garages and compactness. Image Q was acceptable, but raised concerns about the amount of parking needed.

Commercial Images

A) Ranking of individual images



Highest Score 3.66



Second Highest Score 3.50



Third Highest Score 3.00

Commercial images illustrated various types of structures along commercial roadways. The most desirable commercial images include structures which are urban in nature, such as the commercial building that received the highest score. This building has pedestrian scale signage and large window displays. Buildings close to the street, with two or more stories were preferred. The second highest scored image represents a corner commercial building with office on the second floor and the third highest a traditional commercial corridor with signage and lighting. These images represent vibrant, well-maintained pedestrian oriented commercial uses which are similar to some of the more traditional commercial corridors within the Near West Side.



Lowest Score -3.35



Second Lowest Score -2.87



Third Lowest Score -2.79

The lowest scored image shows a blank exterior wall of a grocery store. The massive, unarticulated wall including lack of windows create a very uninviting atmosphere. Similarly, the heavy traffic and massive, auto-oriented signage of the second lowest scored image also creates an atmosphere which is not desirable for the area. The third lowest scored image of a chain restaurant in an older strip mall, reiterates the opinion that commercial uses similar to traditional commercial structures are more desirable than more suburban, auto-oriented commercial buildings and sites. It should also be noted that these commercial images were the lowest scoring images of the entire image preference survey.

Commercial Images
B) Discussion of Images

Commercial Character Discussion



When participants discussed the commercial images A and C, they felt they were terrible, created a safety hazard and a void in the streetscape. They felt these uses made terrible neighbors because of their ominous big box nature. Image D was "okay but not great," including that the building's design was somewhat generic. Image B was the highest rated image and participants liked the business signage, the large display windows and ability to see in, sidewalk access to the business and the blending of old and new. The building was inviting and welcoming and they desired more of these types of renovations.

Commercial Images

Commercial Character Discussion



Images E through H all illustrate different forms of business signage. Participants indicated the signs in Images E and G were too busy, confusing and distracting to drivers when in traffic. These signs were too big, too tall and intrusive. The signage of Image F was considered desirable because it fits with neighborhood scale and character, was clever and eye-catching. The sign appeals to walkers, was unique and original. The sign of Image H was called pleasing and appropriate but some also believed it was too low and required you to get very close to read the information.

Commercial Images

Commercial Character Discussion



Images I through K all depict gas stations and their associated signage and landscaping. The landscaping of Images I and K were found desirable by the participants. Image I was said to be appropriate for its location and participants found the building in Image K to be attractive. The gas station of Image J was considered unkept, sterile, too open and not inviting. The lack of 'green' was uninviting, however, several people indicated the broad visibility in all directions improved safety.

Commercial Images

Commercial Character Discussion



Images L through O depict the buildings and streetscape character along different commercial corridors. Participants indicated Image L represented a corridor with some potential. However, there was also general agreement that there are too many signs and streetscape clutter. Image M was not appealing and considered totally inappropriate for the Near West Side. Images N and O were considered very nice, attractive and appropriate for the Near West Side. The pedestrian orientation of these corridors, windows, continuous street wall and inclusion of some 'green' were desirable characteristics.

Commercial Images

Commercial Character Discussion



Images P through S depict different corner building treatments. While indicating the signage was not desirable in Image P, the participants saw potential in the building, and emphasized rehabilitation and reuse of historic structures. They indicated the upper story windows should not be boarded up and indicated with modest renovation it could be as nice as the others. Participants like the preservation of historic character illustrated in Images Q and R, but felt Image Q needed maintenance of the trees and that Image R was sterile, not inviting and needed to be softened. The commercial building of Image S had a nice, clean style and that the use of awnings created a sense of warmth and attractiveness.

Commercial Images

Commercial Character Discussion



Local and national chain businesses are shown in Images T through W. The building of Image T was called an improvement to the area, but some participants indicated a strip mall was still not the preferred type of commercial layout. The strip shopping center of Image U was not considered good design nor appropriate for the Near West Side. While the buildings in Image V and W looked good and were pedestrian friendly, the signage of Image V was out of scale to the building facade and the architectural character of the building was altered too much on the ground floor. It was thought that the retail storefront should reflect the character of the upper story. Participants felt the fast food restaurant in W was better than the standard "cookie cutter" but were curious where the parking was and if it was required.

Public Spaces Images

A) Ranking of individual images

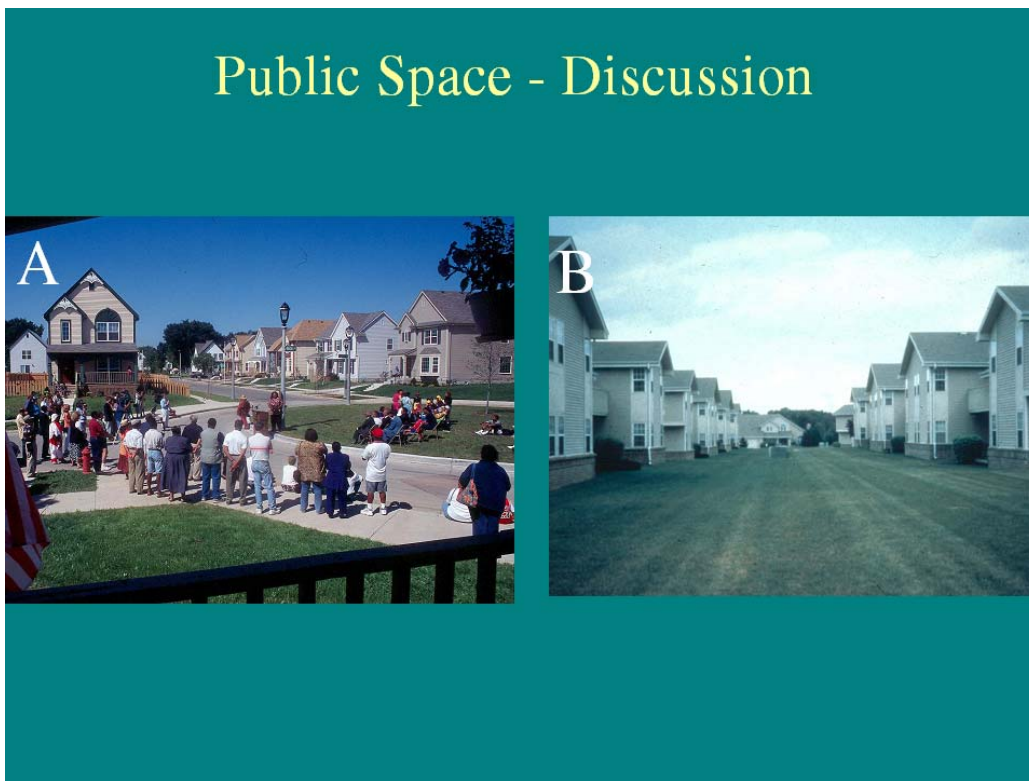
**Highest Score 3.66****Second Highest Score 3.65****Third Highest Score 3.58**

Images of public spaces shown to the audience identified parks, plazas and open spaces, but also included various sidewalk environments and the public spaces created by building placement. The two highest scored images represent open spaces and plazas where people can gather. The third highest image is of a well landscaped walkway with abutting buildings and outdoor dining. Both the second and third highest scored images demonstrate how intimate and secure public spaces can be created through the proper use of building placement and design.

**Lowest Score -2.65****Second Lowest Score -1.57****Third Lowest Score -0.86**

The three lowest scored images represent characteristics of public spaces which the public does not believe are desirable for the Near West Side. These images represent spaces which are ignored by the adjacent buildings, allowing no way for the people within the buildings to interact with the public areas. The lowest scored image is a walkway with adjacent building. With no windows, doors or architectural elements on the building and no pedestrian scale lighting in the right-of-way, the public area is devoid of any vibrant activity, except automobile traffic. The second lowest scored image is of a common open space area in a residential development that is only contained grass. The homes lack porches, large windows and doorways which restrict access to the open space area. The third lowest scored image is of an intersection with no activity other than traffic. The lack of buildings and the distance between them are the primary characteristics which give this area a feeling of desolation.

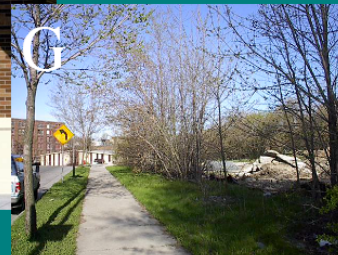
Public Spaces Images
B) Discussion of Images



While participants preferred the public space of Image A to Image B, Image A was still not perceived to be well designed. Image A was thought to have no 'comfortable people areas' and the lack of trees, an unfamiliar shape and the relation of the public space to adjacent residences is undesirable. Image B looks very military, poorly defined and needs landscaping. Participants felt windows could be broken from active play.

Public Spaces Images

Public Space - Discussion



Images C through G depict different sidewalk environments. Image C was considered sterile and unacceptable because of the expansive walls with no windows. Image D is appealing due to the spacious sidewalk, space for bicyclists and landscaping. However, concern was also expressed over conflicts that may result between bicyclists and 'aggressive' pedestrians. Images E and F were appealing and preferable. The landscaping and good definition of public space between the street and building was preferable. The outdoor seating of Image E was also appealing. Image G was identified as a potential hiding area.

Public Spaces Images

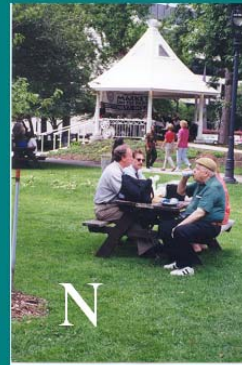
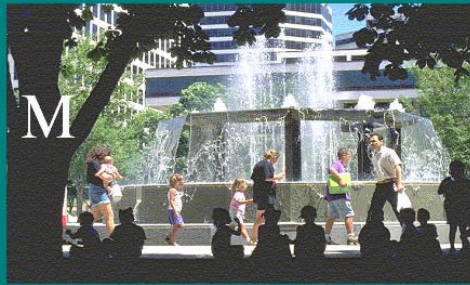
Public Space - Discussion



Images H through J show bus stop facilities. Participants felt the bus stop of Image H was functional and approved of the seating and the high visibility. However, participants indicated there is too much vandalism of bus shelters. Participants felt the lack of shelter, seating, and the proximity to a hiding area in Image I was not preferred. The distance between the shelter and the storefront was considered too expansive, and lack of apparent seating was not desirable in Image J. Participants indicated the shelter in Image J has not been vandalized, but that the shelter design was not very appealing.

Public Spaces Images

Public Space –Discussion



Images K through N illustrate parks, open spaces and plazas. The large active play space of Image K was deemed desirable if an appropriate location could be found in the Near West Side. Others indicated play fields may require too much space in a developed neighborhood such as the Near West Side. Participants liked the appearance of Image L. The fountain and plaza in Image M was the highest rated Public Space image because of its ability to attract people, provide gathering space and bring movement to an area. Some would like a Victorian-type fountain in Concordia while others who liked the fountain thought it's "probably not for our area." Participants indicated that the public area in Image N is desirable because it meets the needs of seniors in the area.

Parking Images

A) Ranking of individual images



Highest Score 2.63



Second Highest Score 2.55



Third Highest Score 2.38

Parking images shown during the IPS consisted of off-street and on-street parking, screening of parking lots and parking structures. The highest rated image, showing on-street perpendicular parking in what appears to be a residential area, reflects a desire for very intensive screening of on-street parking. This image shows a very well landscaped parking area with mature trees. The second highest rated image shows dense screening of off-street parking with ornamental fencing and layered landscaping. The third highest image shows metered, angled on-street parking.



Lowest Score -2.53



Second Lowest Score -1.69



Third Lowest Score -0.43

The lowest scored parking images consist of surface parking lots adjacent to the street with little landscaping and no fencing. The second and third lowest scoring images also indicate that expansive parking lots typical of shopping centers are not desirable for the Near West Side area.

Parking Images

B) Discussion of Images



Images A through D show parking locations and arrangements both on and off-street. While Image A was the highest ranked image and called attractive, participants indicated the area may be dangerous, confusing, hard to maneuver, and could pose snowplowing problems. The mid-block location of parking between buildings was considered desirable in Image B. Encouraging people to walk was also desirable. Maneuverability problems for trucks and SUVs were possible in Images B and C. While motorists are required to back into traffic, participants preferred the convenience and large capacity of angled parking in Image C and believed people would get accustomed to the parking style. Perpendicular on-street parking in Image D was considered great and participants acknowledged that it works.

Parking Images

Parking Discussion



The images above depict different levels and styles of screening of off-street parking. While landscaping is desirable, some participants expressed concern over security caused by the lack of visibility in Image E. The low fences, landscaping, and visibility of the parking area in Image F were considered best and created a nice balance between aesthetics and safety. Image G was considered unacceptable and referred to as ugly, awful, blighted, unattractive, and bad.

Parking Images

Parking Discussion



The parking lots of Images H and J were described as too big with too much water runoff and too little landscaping, all undesirable characteristics for parking lots in the Near West Side. Conversely, the extensive landscaping in Images I and K was desirable. It was generally noted that having the buildings set back from the street was undesirable.

Parking Images

Parking Discussion



The landscaping of Image L was preferred, but the parking structure was described as sterile and institutional. The retail space on the first floor, lighting and building detail of Image M was desirable. The lack of landscaping in Image M was not desirable.

D - FOCUS GROUP SUMMARY

Introduction and Summary of Results

The following is a summary of the results from several focus groups held for the Near West Side Comprehensive Plan:

Focus groups were held with apartment owners and managers, business owners and real estate developers to gain their perspective on the assets, areas in need of improvement and development potential/directions for Milwaukee's Near West Side. The focus group sessions ran approximately 2 hours each. The sessions with apartment owners and managers and business owners were held in the Alumni Union at Marquette University. The real estate developers' session was held at Marquette University High School.

Apartment Owners and Managers

According to the apartment owners and managers, the assets that attracted them to the area included:

- The ability to "control" their environment by purchasing multiple apartment buildings in close proximity to each other
- The affordability of the real estate
- The area's proximity to downtown
- The upside potential of rents in the area (especially as people living on the city's east side who still want to live near downtown are priced out of that area)
- The mix of single family, duplex and owner-occupied housing
- Good housing stock, including historic real estate

According to the apartment owners and managers, the challenges they face included:

- Inadequate building maintenance and management by too many building owners
- Investors from Chicago who pay high prices for properties, drive the cost up, but do not maintain their properties
- Inadequate building code enforcement: One participant stated, "Our problem is that there needs to be more done (to enforce building codes). Trust me, you don't own a bad building in Chicago for very long. It just doesn't happen. They get it cleaned up. And we don't have that kind of thing happening here quick enough. Why do you think there are investors coming from Chicago? And we don't have the good investors coming from Chicago. You've got the bad investors. You've got people coming in buying as quick as they can and they don't come in and change the neighborhood, they come in and start running it back down. You don't have bad tenants. You have bad management and owners. The tenants are bad because they are allowed to be bad"
- Social services where the buildings and people are not well managed: There was a general agreement that the Near West Side has an over abundance of social service agencies. However, there was also recognition of the need for services given the demographics in the area. The key to successful co-existence with others in the neighborhood is good building maintenance so that the building does not detract from the neighborhood, and good management of the people who live in or receive services from the agency so their behavior does not detract from the neighborhood
- Difficulty in getting insurance
- Milwaukeeans' more conservative attitude toward living in urban areas: As one participant stated, "We have assets-near downtown, right off the express way, near universities, close access to shopping malls. In another city our area would be the success story of the century"

Several of the participants suggested reducing the number of apartment buildings in the area to open up space for more owner-occupied units such as townhouses, and single-family homes. In order to achieve this some suggested having the city demolish buildings in foreclosure with the city.

One participant suggested converting some of the older apartment buildings built in the 1960s to subsidized senior citizen housing.

The majority of units owned by focus group participants were one-bedroom or studio apartments. Their occupancy rate is high-ranging from 90% to 100%.

Asked whether they would consider converting some of these units to multi-bedroom units, the participants said several factors mitigate against this:

- Some indicated that converting units to multi-bedroom apartments would result in a loss of revenue because they could not just double or triple the rents. Therefore, the total rent collected for a two or three bedroom apartment would be less than the total rent collected for the single bedroom and studio apartments
- The owners said the buildings were not built for families, who would be attracted to the larger apartments. There is inadequate green space and other outlets for children, therefore they are more likely to play in the hallways or in the units, which would result in more wear and tear on the building, creating in higher maintenance costs. In the words of one participant who owns property on Highland Blvd. "You can't bring more families in the neighborhood if you don't have a place for kids to go"
- Securing a sell price for the condo that will match the revenue that can be secured through rental is difficult
- Securing bank financing for conversions is difficult

Among the recommendations for improving the area were:

- Extending to apartment owners the same type of city funding provided to homeowners who need to make home repairs
- Encouraging small development projects
- Doing housing developments that attract more middle-income people

Business Owners

According to business owners, the area's assets are:

- Freeway access
- A good service sector labor supply

Recommendations made by participants in the business owner's focus group included:

- Improving the "gateway" to the area-the eastbound exit off of I-94
- Turning Wells Street into a two-way roadway, which would facilitate access to area businesses by people in the downtown area
- Building on the neighborhood's historic industrial heritage
- Building on the assets the community has, such as Marquette University, Pabst Mansion, Irish Cultural and Heritage Center
- Maintaining affordable housing for moderate income people
- Adding amenities to the area such as a good grocery store and restaurants

Real Estate Developers

According to real estate development representatives, the area's assets are:

- Dense population
- 29,000 jobs in the area and another 80,000 jobs in nearby downtown
- Availability of vacant scattered lots
- The area's proximity to downtown, which can make it attractive to new residents

Challenges listed by participants include:

- Lack of tracts of land large enough for retail or neighborhood service development (15 acres or larger)
- Blighted nature of 27th Street
- Taxes that increase when assessments go up forcing the property owner to move because they can no longer afford to pay their property tax
- Lack of police presence
- The concentration of social services in the area
- Deteriorating properties
- Insufficient city resources allocated to the area to jump start development

The developers cited several examples of government intervention that helped turn an area around, and also identified efforts that are in the pipeline that could help in the future. One of the successes cited was Dr. Martin Luther King, Jr. "If you look at what Third Street was, Martin Luther King Drive, 12 or 13 years ago....The city acquired most of that land. It took the city to go in there and knock all the blight out by acquiring it and then making it reasonable for reacquisition. I don't think you're going to see anything on 27th until the city steps up to the window and says we're going to help", cited one participant.

Another effort cited was a homeownership program in Boston, MA called "For Boston" in which the city offered graduated loans that began at zero and capped out at 6% to help people purchase homes. The program was not limited to federally defined low income people. Participants merely had to have a regular source of income. The cost of the loans was offset by the additional tax revenue generated by home ownership.

A federal home ownership tax credit is working its way through Congress and is expected to become available in 2003, according to one of the developers. The dollar for dollar tax credit would be purchased by an investor and offset the difference between construction costs and the sale price.

Among additional comments by the real estate developers were:

- There is a need for more 2-3 bedroom apartments
- The former Sinai Samaritan hospital west campus is a potential development site, but the current building would need to be leveled
- There is a need for smaller parks in the area
- Focus on creating a series of small developments rather than one big development
- Be careful not to simply displace low income people and "problem" people. Instead find a way to address their needs and integrate them into the larger community. Otherwise, the deterioration and revitalization process will simply be repeated over and over again in new areas of the city where the people are moved
- Talk to real estate brokers about the area to get them involved in bringing in residents who would enhance the area

An Area of Potential Conflict

While many of the comments from each of the focus groups converged, there is one area of potentially strong conflict: the future of the existing one-bedroom and studio apartments. It must be stated that those apartment owners who were in the focus group were probably the "good guys" in terms of the management of their buildings. They, too, cited the need to reduce the number of apartments in the area-particularly "problem buildings." But for the most part they are not likely to support wholesale efforts to convert all or most one-bedroom and studio apartments to multi-bedroom apartments (regardless of whether the buildings are well managed). On the other hand, developers in particular and, to some extent, the business owners are more interested in significantly reducing the number of one-bedroom and studio buildings.

E - COMMUNITY WORKSHOPS SUMMARY

Neighborhoods	Participants (March 13 & 15, 2003)		
	Where You Work	Where You Live	Where You Have Investment Properties
Martin Dr.		1	
Miller Valley		3	
Story Hill			
The Valley		1	2
Cold Spring Park	1	4	
Concordia	9	7	4
Merrill Park	2	3	7
Midtown	3	2	7
Avenues West	4	2	3
Park View			
King Park	4		
Marquette	3		
Outside Study Area	1	1	2

CHARRETTE GROUP PRIORITIES

MARCH 13, 2003

Group 1

Residential Priorities

- #1-Expand boundaries of Concordia district to buildings with historic character (single and multi-family) and addition of commercial activities
- #2-Restrain social services, rentals, and multi-family uses at Wisconsin and 27th to 35th Streets
- #3-Reduce housing density using neighborhood wide code enforcement at 27th to 35th Streets and Wisconsin to Highland Avenues

Commercial Priorities

- #1-Create entertainment mixed use at Wisconsin to Highland and 27th to 35th Streets
- #2-Reuse of large sites as large-scale retail (grocery stores, larger retailers etc.) at 35th Street and Wisconsin Avenue
- #3-Modify underutilized areas to commercial mixed-use at 35th/Wells gateway

Transportation Priorities

- #1-Street Grid Recommendation - Modify Wells Street to two-way, traffic calming in residential areas, opening Street closures and improving bridge connection to Pabst.
- #2-Bicycle Facility Recommendation - Provide designated lanes at Wisconsin and Wells, and separate lanes at Highland Avenue
- #3-Connector Recommendations - Provide connector on Wisconsin Avenue, keep rubber tire trolley on Wisconsin Avenue and extend it west to Miller, Harley, Pabst.

Public/Semi-Public Priorities

- #1-Park/Open Space Recommendation - Provide trail on both sides of Menomonee River, provide better community access to the trail (32nd Street connection) and expand Streetscape treatment on Wisconsin Avenue west of 28th Street
- #2-Community Facility Recommendation - Provide special signage for the B & B district reinforcing its emerging identity and provide community garden space
- #3-Special Place Recommendation - Redevelop 27th and 35th Streets as shopping districts, Streetscape extension at Wisconsin Avenue and green up the commercial corridors

Group 2**Residential Priorities**

- #1-Rehabilitate existing houses, provide incentives to property owners
- #2-Use code enforcements for delinquent land
- #3-Promote in-fill development

Commercial Priorities

- #1-35th / Wisconsin for large commercial
- #2-W. Vliet / 27th - pedestrian friendly, neighborhood-scale development (commercial)
- #3-"Cap" I-43 from Vliet to Wisconsin Avenue to reconnect to downtown

Transportation Priorities

- #1-Use transit, bike and traffic calming
- #2-Link community and commercial to transportation
- #3-Promote ideas of reopening Streets

Public/Semi-Public Priorities

- #1-Improve gateways
- #2-Improve existing parks
- #3-Provide Streetscaping

Group 3**Residential Priorities**

- #1-Convert apartments to condominiums from 24th to 35th and Highland to Wisconsin
- #2-New single-family homes in Merrill Park
- #3-Rehabilitate / new residential in Park View before area becomes a real problem

Commercial Priorities

- #1-Rehabilitate and create mixed-use development on 27th Street from Wisconsin to Highland
- #2-Harley museum and Miller Park/Brewery related activities create a tourist destination at 35th Street and Wisconsin Avenue
- #3-Consider year long mix of uses for students and residents on Wells from 14th to 24th Streets

Transportation Priorities

- #1-Two way conversion of Wells and State Streets, open up most cul-de-sacs
- #2-Provide residential parking and access to Hank Aaron trail

Public/Semi-Public Priorities

- #1-Wisconsin Avenue Boulevard extension from Marquette to 35th Street
- #2-Safety, increase patrols in the parks
- #3-Maintenance of the parks

Group 4

Residential Priorities

- #1-East of King Park, Vliet to McKinley 12th & 14th; develop new housing on vacant land; do some infill
- #2-25th - 26th on Kilbourn - 5 new homes being proposed - will happen soon
- #3-west of 35th Street Michigan to Kilbourn - Redevelop & start from scratch - mixed use homes
- #4-city of hope - blast building and use for "city homes"

Commercial Priorities

- #1-27th and Wisconsin - center of residential, shopping / transit/hardware
- #2-35th from Wisconsin to State Street - maybe room for entertainment
- #3-Reduce retail on Vliet to just 2 blocks

Transportation Priorities

- #1-Wells Street and State Street - reopen to two-way and include traffic calming techniques
- #2-Widen 35th from freeway to Wisconsin Avenue the widened area would go to a major transit station, 35th Wisconsin - develop a commuter park and ride at this location

Public / Semi Public Priorities

- #1-Norris park - exchange asphalt for green, use as practice fields and race course - student and public
- #2-Expand King Park and Merrill Park buildings & programs
- #3-Landscape NE corner of 35th and Wisconsin (landscape competition)
- #4-Sculpture garden at Grand Avenue schools, green space

CHARRETTE GROUP PRIORITIES

MARCH 15, 2003

Group 1

Residential Priorities

- #1-Must address "enforcement" alongside of (re) development, code, zoning (special uses, group living and CBRF's; needs greater power "teeth")
- #2-Adjacent neighbors must be active in determining future of parcels
- #3-Build upon strong "owner occupied clusters", maintain character massing, individual approach (parcel specific), create amenities within the neighborhood

Commercial Priorities

- #1-Neighborhood serving retail uses, no big boxes
- #2-35th is disjointed; development is not linked
- #3-Give these commercial districts an identity.

Transportation Priorities

- #1-Connector Commitment
- #2-Link to Valley
- #3-Better Marking of Bike Routes

Public/Semi-Public Priorities

- #1-Use Schools
- #2-Activate/Link Parks
- #3-Enhance corridors along highways, etc.

Group 2

Residential Priorities

- #1-Rehabilitate existing housing
- #2-Long term - Improve Wisconsin and Highland corridors
- #3-Maintain diversity (housing, business, economic, people etc.)
- #4-New housing on 35th between I-94 and Wisconsin

Commercial Priorities

- #1-Neighborhood serving retail uses
- #2-Create 35th /Wisconsin as destination center
- #3-Address and overcome safety and security issues

Transportation Priorities

- #1-Expand/improve connections to valley/downtown/lake
- #2-Wells / State as two-way Streets
- #3-Provide more efficient mass transit

Public/Semi-Public Priorities

- #1-Use Indian Community School as neighborhood center with parks, plaza, library, senior/youth center
- #2-More greenspaces/landscaping at schools
- #3-General greening/landscaping (long term landscaping, high quality variety)

- #4-Major gateways at Wisconsin and Highland
- #5-Capitalize on river

Group 3

Residential Priorities

- #1-Quality housing (improve)
- #2-More 2-3 bedroom units
- #3-Consolidate single family
- #4-Co-op

Commercial Priorities

- #1-Make use of State Street theatre-artist/entertainment/artisan area centered around this.
- #2-Concentrate on rehab of one area at a time rather than taking on whole neighborhood

Transportation Priorities

- #1-Make Wells and State alternative two way until rush hour
- #2-Make Wells and State two way

Public/Semi-Public Priorities

- #1-Make Indian community school area-senior facility/training/basic skills- before and after school day, Need library, job resource center
- #2-More youth programming, care at Merrill Park (hire local people for child care, before and after school programming)
- #3-State-Kilbourn, 21st to 24th-make green space (also), Farmers market in Linden Hills area

Group 4

Residential Priorities

- #1 - Code/loan enforcement for existing housing stock (esp. to increase owner occupancy)
- #2 - City Homes expansion
- #3 - Condo conversion on Wisconsin Avenue-promote ownership

Commercial Priorities

- #1 - 27th/Wisconsin-start design. Private developers will build and continue.
- #2 - Rest of 27th-build on Streetscaping (NOTE: 1 and 2-create a BID?)
- #3 - 35th-Harley and Miller to invest in neighborhood

Transportation Priorities

- #1 - Change 1-ways to 2-ways. Decide yes or no.
- #2 - 10 foot widening on 35th Street
- #3 - 35th/Wisconsin transit station. Intermodal hub (save lot)

Public/Semi-Public Priorities

- #1-Gateways
- #2-Washington Park
- #3-Transportation hub (35th/Wisconsin)
- #4-Expansion of King Park (Boys and Girls Club?)

F - PUBLIC OPEN HOUSE SUMMARY

	Participants (December 5 th & 6 th , 2003) Live/Work
Neighborhoods	
Martin Dr.	2
Miller Valley	2
Story Hill	0
The Valley	1
Cold Spring Park	6
Concordia	11
Merrill Park	6
Midtown	7
Avenues West	17
Park View	6
King Park	1
Marquette	8
Outside Study Area	8

NEAR WEST SIDE OPEN HOUSE COMMENTS DECEMBER 5TH and 6th, 2003

Station 1

Overall Land Use Policies

- Commercial land use- encourage gap parking with esthetic façade (pylons) to increase accessibility
- Commercial land use- how would this be controlled? Care facilities are opened in home homes unlicensed everyday.
- Change SE corner of 27th Street and Wisconsin Avenue to commercial in order to accommodate the grocery store.
- How do you plan to restrict commercial use such as check cashing places etc?
- Residential land use- develop community land trust for maintaining affordable housing
- Residential land use- could we eliminate alleys if we are developing a several block area?
- Residential land use- keep lots denser
- Residential land use- there is room in public housing for senior residents
- Residential land use- we still need to accommodate low income people- especially the older folks
- I think day cares are needed in purely residential areas as long as they are run well.
- Safe play areas for neighborhood children in proximity to the apartments. Soccer and baseball field in the empty lot on State and 33rd Streets
- As concentrations of lower income housing is decreased, scatter it, maintain the same number of units, otherwise we will be increasing the homeless population.
- I would like to review documents and info of the depreciation of the homes in park view- who was interviewed? Taxes are steadily going up.
- I would like to know where that came from about the decline in property values in park view. We keep our homes painted. We have work done on our houses all the time.

- I would like to see more commercial civic/ institutional use. We need to put in jobs. Apartments at a lower rent. Not apartments that are sky high for a one bedroom apartment.
- Overall land use- concentrated social services- AMEN!!
- Overall land use- encourage expansion of floral distribution businesses and other commercial growers to this area (in particular to the valley west of commerce row) to improve the air quality.
- Need laymen terms.
- I like the land use plan. Keep it.
- PowerPoint presentation was helpful, was hoping for an oral presentation though, read much of the stuff on the webpage, but the posters are helpful as well.
- I think overall the plan seems very sound and reflective of the feedback that came up in the various meetings I have attended.
- How are you going to "restrain social service expansion"?
- Don't discourage social agencies, as long as they are run well, they can ground an area and create jobs there as well.
- Can we do more than just discourage additional social service agencies? There is an obvious need for them, but the west side has far more than their fair share. Lets talk about distributing additional agencies throughout other areas of the city and suburbs.
- I am very impressed with the overall project! There was one thing that jumped out at me and that was the relocation (or lessening the concentration) of social service organizations. I just wanted to check and make sure that these services are and continue to be accessible to the people who use them and that when the concentration is lessened they do not disappear.
- Don't open the road grid. I don't see crime happening there now.
- Please do not open the street grid to thru traffic.
- One Juneau Avenue between 27th and 35th Streets there are one block long one way streets that have effectively prevented the streets from becoming a short cut for people trying to break through traffic on highland. Removal of these one way streets would definitely remove the quality of life in our area. Maintaining the street grid sounds like a good idea until you consider the long stretches of street that are created to the delight of speeders and to the detriment of children and pedestrians. Stop signs are not an effective method of slowing traffic these days. Many people just drive right through them. If you are going to open the street grid to the benefit of car travel you must come up with a reliable method for slowing down traffic in residential neighborhoods. In Chicago this past summer I visited a friend in a residential neighborhood where they had installed a round 1 foot high 8 foot in diameter flower planter in the middle of all the intersections. While this does not block auto access, it does require cars to swerve slightly to go through the intersection.

Station 2

Districts and Corridors

- Bike lanes on Wisconsin, Highland, Clybourn.
- Yellow bike program at MU.
- Districts and Corridors- district 2 action item historic- NO NO NO.
- Districts and Corridors - district 2 action item historic- Never!
- Districts and Corridors - corridor 3 form- dense denser densist
- Districts and Corridors - corridor 1 use policy - so now we become Brookfield?
- Increased commercial development of State Street.
- There are many vacant lots and vacant commercial buildings on State Street.
- 27th Street from State south to the freeway. Friends from out of Milwaukee tell me the area looks scary.
- What's the timeframe for all of this?

- I am curious about what type of retail uses the city hopes to attract to the Wisconsin Avenue and 27th Street corridors, and how soon. In general I am curious about the timeline for this plan to be implemented (5,10,15 years?)
- I am concerned about the 35th Street and all the things you are projecting for it. How will it affect our taxes?
- I was also concerned about the relocation of the Indian community school. It was not clear to me all of the reasons behind this move or the locations it would be moved to. I was also concerned that the new location would be reasonable for the people that use the school.
- Please design/ include a new truck route from former streetcar barns at 40th and McKinley under the rebuilt highland bridge through the miller trucking area to State Street - trucking currently takes place 24/6 from 47th Street on Vliet to 37th and south to McKinley and then west to barns entrance.
- On 35th Street, identify eastward into Merrill Park. People get lost in our little dead-end trying to go to a Merrill Park Address.
- District #4 continue path from 42nd Street under the freeway to miller parking lot.
- Freeway signage for Bed and Breakfast District a great idea.
- Check and make sure crime statistics support before changing traffic patterns. Stats indicate that crime is lower in cul-de-sacs and one ways. If people want drive throughs send them to 27th and Layton. Make a through bike path to downtown along vliet.

Station 3

Catalytic Projects

- Catalytic Project 27th Street- what happens to the people in the community?
- Catalytic Project 27th Street- suspend requirement of X parking spaces per square foot of store area.
- Catalytic Project 27th Street- the number of lurking drug dealers and to a lesser extent prostitution has created an existing climate of criminality.
- Catalytic Project 27th Street we need a supermarket- not sure what "specialty food store" means.
- Catalytic Project 27th Street agreed. A supermarket is a vital need for this area.
- Catalytic Project 27th Street - get drugs out of the community.
- Catalytic Project 27th Street - will housing be affordable for the people in the community
- Catalytic Project 27th Street - get rid of the impromptu beer garden at the corner of 27th and wells. It is a favorite former for drunks to panhandle and then buy beer at a convenience store.
- 27th- more bike paths on the walks
- Catalytic Project 27th Street- greater police effort to eliminate the hole-in-the-wall reputation of 27th Street area
- Catalytic Project 27th Street- Need a sentry or a jewel at the SE corner of 27th and Wisconsin
- Great ideas regarding 27th Street.
- Catalytic Project Wisconsin Avenue development at 35th as TOD - like this idea, good use of corner.
- Catalytic Project Wisconsin Avenue should post an up to date bus route map city wide at each shelter and route strip maps at each pickup point.
- Catalytic Project Wisconsin Avenue- how about Harley at the Ameritech property?
- Catalytic Project Wisconsin- what about SBC/ Ameritech property? Huge redevelopment potential at 35th and Wisconsin
- Bike lane on Wisconsin Avenue
- Catalytic Project Wisconsin- bicycle retailer in the area

- Catalytic Project Vliet- love what the county did for this building (county bldg)
- Catalytic Project Vliet Street - until 1968 all of king park was beautiful historic houses- don't be afraid to put housing in the park. There is plenty of room.
- Catalytic Project Vliet Street - rebuild intersection with ramps and stoplights. Reestablish traffic grid.
- I would really like to see the redevelopment of Vliet Street. The buildings are run down and barred up. I don't really feel comfortable walking through there. My main concern for the area is that it is walkable and safe.
- Catalytic Project street grid- reconnect 19th Street between highland and McKinley.
- Catalytic Project street grid- I don't agree with reconnecting 19th Street, it makes too much traffic flow.
- Catalytic Project Indian school- would Concordia university consider a downtown campus as an extension?
- Catalytic Project Indian school- create one or more neighborhood schools within this existing structure.
- Indian school - YMCA or community center?
- City on a Hill- include low income housing in the lofts.
- City on a hill- senior living
- Would like to know the time frame for city on a hill starting
- Street grid- would like to see more one way streets
- Don't connect streets for traffic purposes, cars drive fast enough.
- Please do not open the street grid to thru traffic.
- Catalytic Project Indian school- we have enough non profits
- 27th and Wisconsin rezone for commercial get either jewel or sentry to build a grocery store Where is the Indian school going? It is a needed school.
- Make sure all the units of low income housing being knocked down are actually replaced, make a plan before they are knocked down.
- Don't reject repairers of the breach zoning. They help the area and get homeless off the streets and clean (i.e. low income housing between 20th and 17th Streets)
- Need full line grocer 27th and Wisconsin SE corner work with police to get rid of "hole-in-the-wall" reputation of 27th Street
- Bicycle retailer needed.
- We need grocery and hardware stores. We need fewer apartments- 1 bedroom and studios especially.
- Whats being done to give tax breaks to renovations on buildings? (not commercial but residential ones)
- The catalytic projects are probably the most exciting piece of this plan, particularly city on the hill and Norris playground and Wisconsin and 27th. Again, I wonder about the timeline for these projects to be completed. Seeing results more quickly on some of these projects may generate excitement to move faster on some of the other goals.
- Where will the money come from for the bus?
- Reduce the requirement of X parking spaces per square foot of development.
- Very much like the idea of businesses with fronts on the street and parking in the back. Please no more McDonalds or Burger Kings. 35th Street south of Vliet Street is a monstrosity. Lets not be the suburbs.

General

- Please include scattered low income housing for families
- Reduce drug dealing
- Discourage non-attainment of air quality in this area. Promote aquatic plants (4th dome at Mitchell park) and this historic nature of this area.
- The water works should get involved for water main and connector upgrades. Ozone can accelerate corrosion especially in low flow areas.

G - NATIONAL PROJECT REVIEW

As the Near West Side Area Planning team formulated ideas for the creation of projects that would bring additional reinvestment to the area, they looked to success stories from around the country. There are many examples where a single project or combination of projects has been successful in revitalizing communities. All such projects were made possible using a collaborative effort from city, residents and the private entities and formulation of result-oriented strategies that involved:

- Strong public-private commitment and involvement
- Long-term vision for a better future for the communities
- Strategic plans to implement the vision
- Monitoring bodies for plan implementation
- Funding through a variety of sources

The following projects may or may not be directly applicable to the Near West Side but the overall approach were considered and certain specifics found applicable to the area.

Urban Residential Development

Denver Dry Building, Denver, Colorado

This urban redevelopment project involved renovation of a historic building into a mixed-use, mixed-income project made possible by a public-private partnership. The project resulted in economic growth and revitalization of the Downtown area.



The Denver Dry Goods department store was Denver's premier retail store for over half of a century. Originally a three-story building, it was renovated into a six-story building during the first quarter of the twentieth century. Denver Dry is located in the city's Central Business District on the 16th and California Streets.

The building was purchased by the May Company in 1987 and the store was closed in the same year. In response to public outcry regarding its potential demolition, the building was bought by the Denver Urban Renewal Authority (DURA) and was marketed to several different developers. In 1990, Jonathan Rose, President of Affordable Housing Development Corporation (AHDC), decided to develop the building. DURA subdivided the building into separate condominiums, helping potential developers obtain financing by decreasing their overall risk. Retail and office space were located on the ground floors and housing on the upper floors. The building includes 115,000 square feet of retail space, 28,700 square feet of office space, 51 rental apartment units (40 Affordable Housing units and 11 Market-Rate apartments) and 66 for-sale Market-Rate condominiums.

The total cost of the project was approximately \$48 million. The developers obtained a private loan for \$40.7 million (85% of total funding), private sources provided \$25 million, and public agencies provided the additional \$15.5 million loan. Other sources of funding for this project came from tax credit equity (\$4.7 million), cash equity (\$2.3 million), and grants (\$60,000).

All the rental apartment units are fully occupied, and the for-sale market-rate units have been sold. This project has resulted in creation of additional jobs, retail space, and downtown housing.

Twenty historic buildings within 16 blocks of this development have been renovated using Denver Dry's mixed-use, mixed-income model. Each of these projects has provided additional housing and shopping opportunities for the downtown community.

The Burnham Building, Irvington, New York

This redevelopment project involved a vacant industrial building which was renovated into a mixed-use project. The adaptive reuse of this building has resulted in revitalization of a part of the Main Street and has yielded economical and environmental benefit to the residents living and working in Irvington.



The Burnham Building, an old wood frame and masonry structure, was built in 1881 on the corner of Main Street directly across from the railroad station. This historic building was vacant for more than 10 years and was on the verge of being demolished.

From 1998 to 2000 the building was redeveloped into a new public library along with 22 units of affordable rental housing. The adaptive re-use of this vacant building was made possible by a unique public-private collaboration that involved the Village and its residents, County and State governments, a non-profit organization and a local for-profit developer. The extensive citizen participation was able to raise \$1.5 million from private

donations. The Village raised \$700,000 from a tax-exempt bond issue and \$1,250,000 in private contributions for this project.

The redevelopment of the building was combined with transit-oriented development, main street revitalization, historic preservation and "green" material and systems in a mixed-use building. The ground floors have been redeveloped into the new Village Public Library. The upper floors have been developed into affordable and low income housing for a combination of village employees and residents, and families on the County's Section 8 waiting list.



This project has resulted in economic and environmental benefits bringing residents within walking distance from place of work, shop etc. The adaptive re-use of this industrial building has helped to transform and revitalize a section of Main Street adjacent to a train station and is in the heart of a redeveloping Hudson River waterfront area.

Elizabeth HOPE VI, Elizabeth, New Jersey



This project involved revitalizing an old, historically significant, urban neighborhood into a mixed-income community. In addition to redeveloping the area's public housing site, Elizabeth HOPE VI Program included the acquisition and redevelopment of various scattered sites in order to economically restore the blighted neighborhood. The project created new opportunities for families with varying incomes. The HOPE VI funds include funds from local and state housing programs, Urban Enterprise Zone

Program, HOME, Low Income Housing Tax Credit Program, Federal Home Loan Bank-Affordable Housing Program. The project required design and planning, community and focus group meetings. The project created family-friendly civic spaces that included parks and pedestrian walkways.

Downtown Plan, Portland, Oregon



In Portland, a downtown plan was established in 1973 when a coalition of businesses and community organizations united in an effort to counter the flight of retail, jobs, and housing from downtown. To promote market-rate housing Portland utilized tax abatement. To promote affordable housing, it utilized federal housing dollars, tax increment financing (TIF), block grants and direct assistance to nonprofit housing. The first major tax abatement project was a multihousing development along Willamette

River. It was four story apartment building on the river and a first major market-rate rental development.

By 1990s, a local developer built housing on a derelict rail yard in downtown Portland. City of Portland invested \$150 million in infrastructure improvements. Now called the Pearl District, it became the Soho area of Portland with lots of art galleries and young artist residents.

Urban Commercial Development

Old Town Monrovia, Monrovia, CA

This is an example of a revitalization project where a strong cooperation between the city, business community and residents resulted in a development plan for revitalizing the city, beginning with the historic downtown. The project has created a strong feeling of community pride for the residents and has converted a dying downtown into a pedestrian-friendly and event oriented community.



During the early years of Monrovia's history, Myrtle Avenue was the heart of a small residential community that was losing business due to competition with newer shopping centers. More than half of the storefronts were left vacant. During the late 1970's, the City government and the Chamber of Commerce made a commitment to revitalize the city, beginning with the downtown. Two years of meetings with businesses and residents resulted in a deci-

sion to reinvest in Myrtle Avenue as a small-scale local shopping area. One million dollars was spent on the street beautification of Myrtle Avenue that included enhanced lighting, street furniture, attractive signage and ample rear parking. Traffic was reduced to two lanes with widened sidewalks, decorative paving, narrowed intersections and mid-block crossings to reduce speeds and improve pedestrian safety and enjoyment. Commercial loans were made to strengthen local businesses.

Monrovia, with a population of 37,000, has maintained its small town character and charm with a mix of uses. It is predominantly retail with small shops and services, along with a major supermarket, restaurants, cafes and small offices, including medical uses and bank branches. Library Park includes the city's library, play areas and a bandshell. Other civic uses are City Hall, including the fire and police stations, the post office, and a community center. Surrounding uses include high-density residential, large commercial and industrial business locations.



Today, the merchants at Myrtle Avenue have established a loyal following. A strong merchants association has helped locally owned businesses to compete against chain stores and malls. Large crowds are drawn every year to the summer concerts in Monrovia's Library Park that has become a central focal point for socializing and creating a sense of community. There is a long-term collaboration and commitment by the city, businesses and citizens on the Vision 2020, developing a strategy for continued improvement to the area.

Downtown Plan, Denver, Colorado

This is an example of downtown growth and development that is a result of a combination of public and private cooperation, past successes and a plan enacted in 1986.

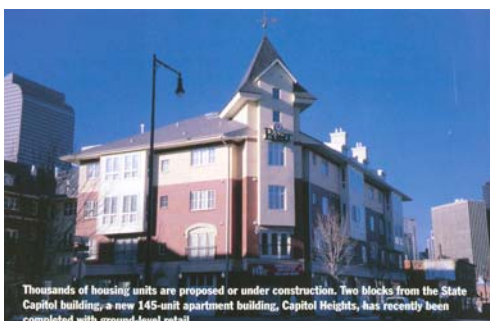
A non-profit business organization that works to keep the downtown healthy was formed in the 1950s and is known today as Downtown Denver Partnership. In 1984, Mayor Frederico Pena appointed a steering committee to oversee the creation of the Downtown Plan. The Plan, issued in 1986, outlined five critical needs for downtown:

- Maintaining a vital retail center
- Developing people connections among activity centers
- Improving access
- Enhancing distinct districts
- Providing housing

Lower Downtown (LoDo), the birthplace of Denver, is considered the most distinctive area in the city. The Downtown Plan emphasized the importance of enhancing and developing districts such as LoDo. LoDo was rezoned from industrial to mixed use in 1981 and was declared a local historic district in 1988. The Downtown Denver Partnership created a Lower Downtown Business Support Office that encouraged renovations. This was done with the financial support from preservation groups and State of Colorado. More than 20 buildings in LoDo have been renovated since 1991, and there are now around 1,400 housing units in the area. Buildings throughout downtown has been restored or renovated into office and retail space.



The success of Downtown Denver is leading to redevelopment in the surrounding neighborhoods. Their population grew from 58,000 to 65,000 over the last decade with thousands of new housing units planned or under construction. In the Capitol Hill neighborhood, a 145-unit apartment building recently has been completed. The project includes ground floor retail with residential units above.



Downtown Denver and surrounding neighborhoods have experienced a transformation in the last decade. The collective imagination and vision, collaborative public-private partnership, and city-led, consensus-driven Downtown Plan have guided Denver towards growth, development, and recovery from the hard times in the 1980s.

Memphis Peabody Place, Memphis, Tennessee

This is an example of a project where the historic buildings that represented the heritage of the city were renovated into a mixed-use development. The project acted as a catalyst for adjacent renovations and new development.



The project involved restoration of large historic buildings in downtown Memphis. The historic buildings taking up an entire city block in the heart of downtown form the Memphis Peabody Place mixed-use development. The 500,000 square-foot complex consists of residential units, office space, restaurants, retail shops, entertainment facilities, art museum and culinary school. The project involved restoration of a hotel built in 1842 and its conversion into 156 apartment units.

The 1891 Richardsonian Romanesque building was renovated into office use on the upper floors with retail on the ground level. A former department store consisting of three buildings consist of 46 residential units, office space, retail shops, and a food court. A former movie house, built in 1914 has been restored into a microbrewery and restaurant. An alley in the middle of the block has been transformed into a shopping lane and an outdoor space for urban events.

This project was carried out through investment incentives, such as tax breaks, that can make historic renovation economically feasible. As a spin of effect, more than \$2 billion in investment activity is underway in downtown Memphis that includes a new 300,000-square-foot entertainment and retail center, a new Triple-A minor league baseball park, and an expansion of the convention/performing arts center.

Bridgecourt, Emeryville, California



A former industrial zone was redeveloped into a residential and retail complex. This complex includes 220 residential units in three-story structures above ground-floor parking and retail. The project financing involved revenue bonds, grants and tax credits. The

developers reserved 91 units for below-market-rate rentals and devised a rent-to-own program. The project blends well with the surrounding industrial buildings, some of which are being transformed into artist's live work lofts.

Transportation Programs

Ronstadt Transit Center, Tucson, Arizona



The project involved creating a bus station handling 5,000 passengers a day, in a low-scale urban neighborhood. It was built of recycled brick from demolished buildings on a 2.7-acre site. This bus

station can accommodate up to 18 buses. 600 square feet was enclosed for ticket booths and restrooms. This center has played an active part in neighborhood revitalization.